

Profile report for:

David Naylor

Report compiled: **November 19 2013**

Gender: **Male**

Role: **VC Research & Development**

Company: **AKCL LLC**

Introduction

Thank you for completing the Measure of Entrepreneurial Tendencies and Abilities (META).

The test was developed to assess your entrepreneurial potential. This report provides feedback on four core dimensions of entrepreneurship, namely:



Creativity

The ability to generate innovative business ideas



Opportunism

The tendency to spot new business opportunities



Vision

the ability to be strategic and see the bigger picture



Proactivity

the energy and willingness to get stuff done straight away

Your score

Your score on each dimension is graphically depicted and normed in relation to a unique archive containing data for thousands of representative adults from diverse countries and races. This database includes robust performance criteria for hundreds of jobs and a wide range of industries (comprising both intrapreneurs and entrepreneurs).

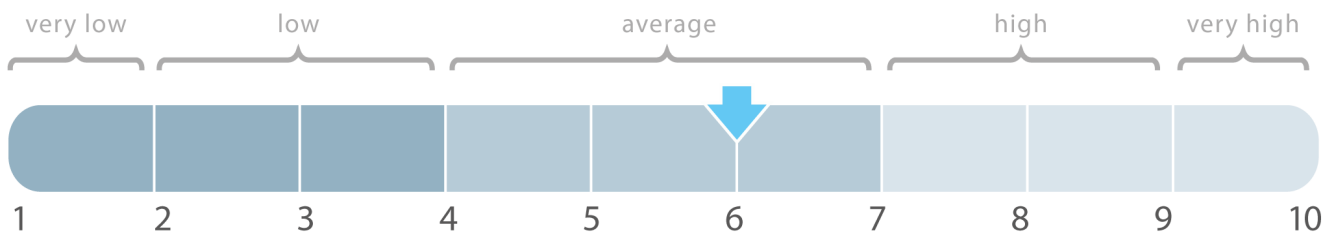
The report also provides a total score, which reflects your overall entrepreneurial potential. The higher your score is, the more willing and able you will be to pursue successful entrepreneurial activities.

How to use this report

For each dimension of your entrepreneurial profile, the report includes a summary of your main strengths and weaknesses. The feedback provided should be a useful tool to improve your insight into your entrepreneurial potential. It will tell you how your profile may relate to different work-related activities, and what your potential for business innovation is. Because different occupations require a different personal skill-set, the report can also be used to inform decisions about staffing and talent management, notably personnel selection, career change, and development.

Your total META score

Your total Meta score - which reflects your overall entrepreneurial potential – is 6. This score means that **your entrepreneurial potential is average**.



Your overall META score is not the average of the four META facets, although it does take these into account.

The table below shows your scores for each of these dimensions (on a scale of 1-10) and also provides an indication of your potential in each dimension.

Dimensions	Score	Pecentile	Potential
Creativity	5	Bottom 50%	Average
Opportunism	7	Top 30%	High
Proactivity	8	Top 20%	High
Vision	4	Bottom 40%	Average

The following report provides detailed analysis and interpretation of your scores in each of the dimensions.

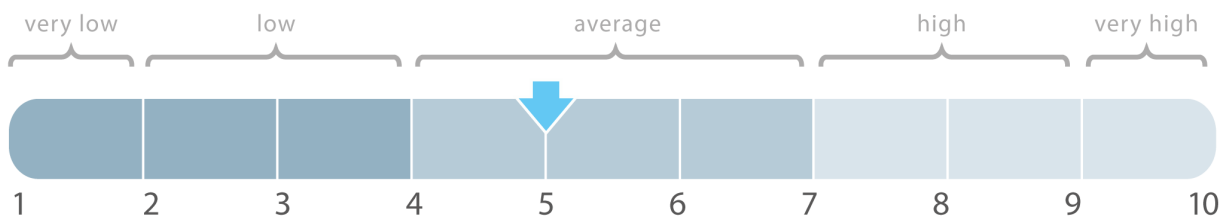
Entrepreneurial Creativity



The ability to generate innovative business ideas (relates to non-conformity, originality and preference for novel experiences)

Creativity is one of the most important ingredients of entrepreneurship. This dimension of META assesses your ability to generate innovative business ideas and is related to non-conformity, originality and a preference for novel experiences.

Your score on this dimension is 5 This score means that you are in the bottom 50% of scores and that **your potential in this dimension is average**



Potential Pros and Cons of average entrepreneurial creativity scores...

People with average entrepreneurial creativity:

Strong points	Soft spots
Can be good judges of others' creative ideas	Are unlikely to come up with the most original ideas themselves
Are sometimes capable of solving problems in original ways	Will tend to revert to accepted ways of solving problems
Are able to adapt to change	Can be unsure of how they will react to new environments
Tend to be good team-players	Struggle to find the balance between workplace over-stimulation and boredom
Can work independently if required	May struggle if left entirely to their own devices

Your average entrepreneurial creativity score suggests that you may not be a natural innovator, but that you are still able to come up with inspiring ideas from time to time. Like most people, **you are sometimes inspired to generate original ideas**. However, more often than not, your ideas will seem quite conventional to others.

Unlike conventional intelligence, which involves solving problems, creativity involves the ability to find problems, and the ability to come up with novel solutions to old problems. Your average score on entrepreneurial creativity suggests that **your ability to generate new solutions to existing business problems is average**. Typically, you will do this only when you enjoy the task you are working on. In contrast, highly creative people tend to come up with innovative ideas very often: they are constant experimenters.

People who score average on entrepreneurial creativity tend to **pay attention to detail but don't get too distracted by it**. In line, your profile suggests that you will tend to maintain focus on key aspects of projects, but also be alert to potential errors.

People with your profile are also better at recognising than generating innovative ideas. They tend to be **good judges of the value of creative concepts and do not shy away from implementing these at work**. Although you may get excited by novel ideas, you are unlikely to get carried away by them. Moreover, you seldom get lost in your own creative thoughts, and tend to take into account people's feedback before you implement them.

Your average score on creativity suggests that you are relatively open to new experiences, but that you prefer to stick to what you know. **People like you can tolerate routine, but they also enjoy a bit of variety**. Accordingly, your score suggests that you are patient enough to follow rules and consider the instructions of others.

Occasionally, you like to have the freedom to experiment and find your own way of doing things. This balance means that **you are usually easy to manage** (others can expect you to act in predictable ways), but that **you are not afraid to speak up when you deem it appropriate**.

People with your profile are generally capable of coping with change, even if it may take them some time to adjust to it. Given the choice, they will probably prefer "the devil they know" and adhere to the "if it ain't broke, don't fix it" rule. In line, your profile suggests that although you are capable of implementing new solutions to business problems, you **prefer to operate in the realm of certainty**.

You like answers to be simple rather than complex. In fact, if there's a choice between a boring but familiar solution that works fine, and a creative solution that has the potential to be great, you will usually prefer the former over the latter.

Having an average creativity score means that **you are well equipped to**

understand both your creative and non-creative colleagues. Relating to either of them is not a problem for you as you can switch from conventional to creative thinking mode if needed.

People with your profile **are able to engage with other people's projects** even when they don't seem very interesting. They can become just as enthusiastic about someone else's idea as they are about their own. At the same time, they do not shy away from offering their honest opinions and criticisms. While you are unlikely to dismiss somebody's idea outright, you have limited patience when it comes to considering radical proposals.

Finally, your average creativity score suggests that you are probably seen as a **good team player**. You work well with others and offer constructive feedback on their ideas. You enjoy injecting some of your own ideas into projects but rarely impose them on others.

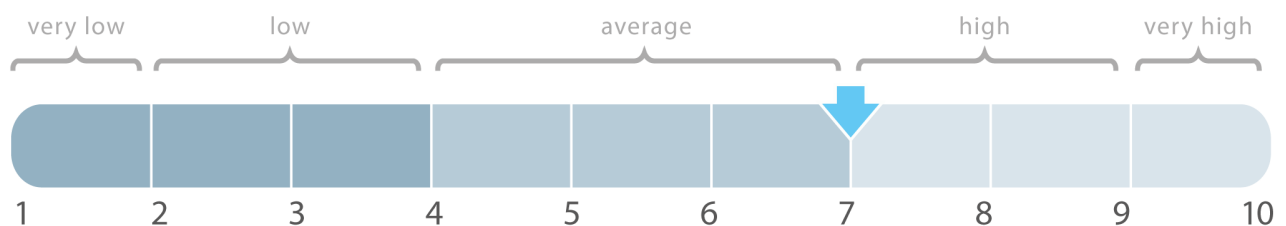
Entrepreneurial Opportunism



The tendency to spot new business opportunities (relates to being alert informed, and detecting future trends)

Opportunism essential to entrepreneurship because it increases the likelihood of spotting profitable business openings. Indeed, an opportunistic mindset is a key element of the personality of successful entrepreneurs (Byrne, 2011). Entrepreneurial people see things most people don't. They are always alert for new openings and have a gut feeling about new business ventures.

Your score on this dimension is 7 This score means that you are in the top 30% of scores and that **your potential in this dimension is high**



Potential Pros and Cons of high entrepreneurial opportunism scores...

People with high entrepreneurial opportunism:

Strong points	Soft spots
Are highly alert to new trends	May be distracted by new projects
Take a panoptic view of the world	Can find it hard to focus on a single idea
Are energized by new opportunities and projects	May over-estimate the value of new opportunities; can be too excited by novelty
Are able to connect seemingly unrelated events	Often assume things are simpler than they really are
Are good at multi-tasking	Can find it hard to focus on a single task

Your score on this dimension suggests that you are **unlikely to miss opportunities when they present themselves**, not least because you are constantly on the lookout for them.

One of the most famous stories of entrepreneurial opportunism is the (probably apocryphal) anecdote about the beginnings of E-bay, the online auction giant. Its founder, Pierre Omidyar, was developing a new website and posted a mock ad for a broken laser pointer, simply to test his site. To his surprise, someone e-mailed him to buy the broken pointer. When Pierre asked this person why he would want to buy a damaged item, the buyer responded: "I'm a collector of broken laser pointers". This made Pierre realise that the internet enabled access to infinite markets. The story is a wonderful example of the importance of opportunism, not least because the key to any entrepreneurial realisation is that there is a market for the product.

Your profile indicates that you are highly alert to profitable openings. Your instinct is to remain up-to-date with news and events. People like you are **constantly scanning the environment for possible ventures and dislike missing out on things**. Being alert to new trends and having access to new information is essential for spotting new opportunities. In line, you look out for novel ideas, are aware of new developments, and try to keep up with new technologies.

People who score like you on opportunism are easily excited by new business ideas and see opportunities where others may see problems. In line, your score suggests that you are **capable of seeing potential even in a crisis**. If you exploit this potential correctly you will be a valuable asset to your organisation. The downside to this is that you may be distracted by unworthy projects. While naïve enthusiasm may encourage you to over-value an opportunity, it will also enable you to remain positive about a project. If your excitement is accompanied by proactivity, it should pay off.

People with your profile tend to **focus on potential gains and often overlook the potential shortcomings of business ideas**. This optimistic cognitive style is typical of risk-takers. So long as your risks are not plainly emotional, but also instrumental, you should be able to capitalise on your adventurous appetite. However, others may lose their patience if you just want to test every possible opportunity you spot.

People with your high opportunism score tend to be adaptable and react spontaneously to changes. They **don't mind improvising, especially when an unexpected opportunity arises**. Although your adaptability is an important weapon for business, it may also lead to indecisiveness. Sometimes having too many options can be as bad as having no options at all. Accordingly, "if you don't know where you are going, no road will take you there".

Your high score on the opportunism dimension also suggests that you have a **tendency to default to "yes"** when you get offered projects. Indeed, people with similar scores to yours tend to respond quickly and positively to new offers. They

enjoy being always connected and are aware of the opportunity cost of going offline for too long. This 24/7 receptivity may give you a competitive edge in business so long as you can proactively follow up on leads.

However, **committing to too many things could make it difficult to finish everything you started.** Depending on your proactivity score, this will be a minor or major problem for you. You could always manage your entrepreneurial opportunism by surrounding yourself with good executors, as well as people who are fairly sceptical about new openings. Indeed, it is likely that you over-estimate the potential of new opportunities. Being excited about new openings is not the same as spotting genuine opportunities; it is usually a necessary, but not sufficient, commodity in pursuing valuable projects.

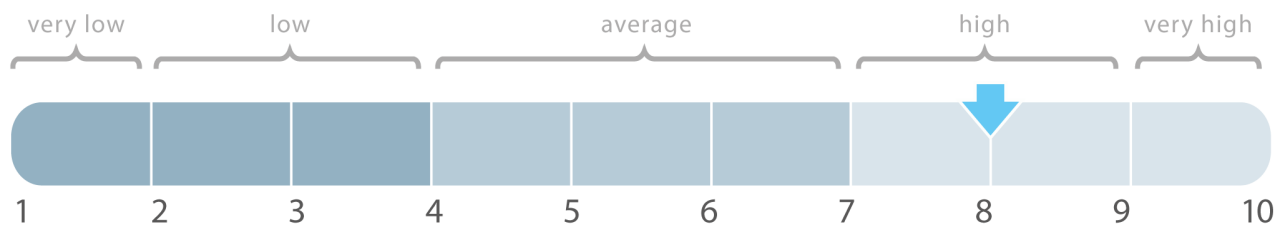
Entrepreneurial Proactivity



The tendency to be proactive about projects and get stuff done (relates to energy, confidence and self-determination)

Proactivity essential to entrepreneurship because it transforms innovative ideas and potential opportunities into concrete products and services. Indeed, proactivity is the energising human force that makes things happen, and most experts agree that one of the few essential characteristics of entrepreneurial people is that they get a lot of things done. This proactive element of entrepreneurship is also evidenced in the etymology of the term, *entreprendre*, which means “to undertake” and, despite what George W. Bush said, the French do have a word for it, too: *entreprendre*).

Your score on this dimension is 8 This score means that you are in the top 20% of scores and that **your potential in this dimension is high**



Potential Pros and Cons of high entrepreneurial proactivity scores...

People with high entrepreneurial proactivity:

Strong points	Soft spots
Get a lot of stuff done	Are impatient when things cannot be done as quickly as they would like
Are good at leading from the front	Can come across as pushy or too bold
Are energetic, enthusiastic, and confident	Can be over-confident and impulsive
Persist even in the face of adversity	Can find it hard to give up, even when they should
Have a competitive spirit and enjoy hard challenges	May be too focused on the task to get along with others

Your score suggests that you have high levels of energy. People like **you are efficient and tend to get stuff done**. They have a hands-on approach to work and rarely procrastinate. This suggests that, when you plan to do something, you will generally work hard to achieve it.

People with your profile are always aware of their to-do lists and do not like leaving projects unfinished. Your high proactivity score suggests that you are a big fan of the “there’s no time like the present” motto. However, your high activity levels may not always be a true sign of productivity. Indeed, it is sometimes necessary to slow down to charge ahead.

Your high proactivity score suggests that you are **not afraid of failing**, and that you see failure as an essential element of entrepreneurship. In the words of Jeff Bezos, the founder and CEO of Amazon: “What’s dangerous is not to evolve, not to improve, not to invent. Failure is an essential component of innovation and invention. If you know it’s going to work, then it’s not an experiment”. Hence, **failure can help you grow and develop**.

People with similar proactivity scores to yours tend to be **willing to take risks** and follow-up on opportunities once they have decided they are worth pursuing. Accordingly, your score suggests that you are typically confident when embarking on unknown ventures and are rarely satisfied unless you turn your goals into actions.

People with high proactivity scores tend to act more on impulse or intuition and are not known for their cautiousness. They tend to be attentive to their own emotions and can therefore **inject an unrealistic sense of urgency into some business projects**. This may sometimes lead to impulsive decision making and you may occasionally end up jumping onboard projects prematurely, before considering all the consequences with a cool head.

People with your profile tend to be dominant in work situations and enjoy influencing others. They are **assertive when it comes to making decisions and are confident in social situations**. They enjoy presenting their ideas to others and rarely shy away from expressing their views. In small groups, they tend to emerge as a leader and can guide others to achieve complex goals.

People like you are **rarely hesitate about starting projects and come across as confident and determined**. Your confidence can help bring people on board projects. Most people are not as determined as you are and tend to be more hesitant when considering novel proposals. You have the courage to make tricky decisions and rarely make u-turns once you have started something.

People with your profile tend to be independent and **prefer to rely on their own abilities and efforts**. They tend to believe that they can influence events with their own actions and that their future is in their own hands. Recent research by Manfred Kets de Vries, Professor of Entrepreneurship at INSEAD, has shown that this is a key characteristic of successful entrepreneurs.

However, this also means that at times you **may be unwilling to delegate and end up taking too much on.**

Your proactivity score also indicates that you are a **goal-oriented individual and strive to achieve at everything you do.** You are competitive and like to set yourself challenging goals, which you will try hard to attain. You trust your work ethic even when projects are difficult.

Your competitive spirit can sometimes make it hard for you to give up on something, even when you should. That said, **your positive emotional outset also helps you cope with failure** and makes you a resilient business person – people with your profile tend to be more engaged at work and are naturally more self-motivated, regardless of the rewards and incentives.

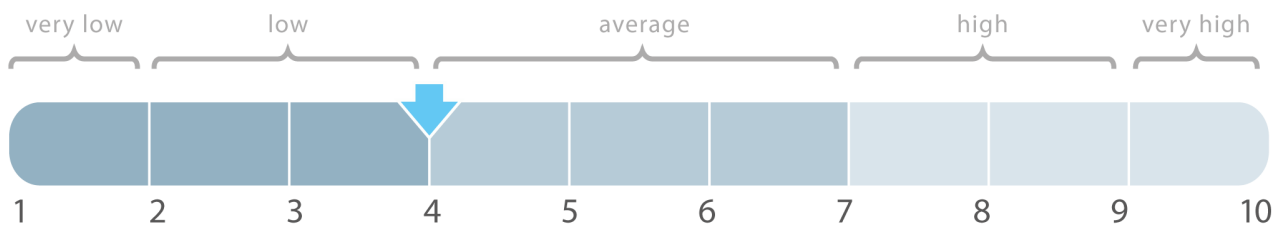
Entrepreneurial Vision



The ability to see the bigger picture, the motivation to bring change and create progress (relates to values and having a higher sense of purpose)

Vision is an essential ingredient of entrepreneurship because it is the driving engine behind many of the great undertakings the world has witnessed. Imagine a world without Google, Wikipedia, or Skype. Unless you are technophobic, you will appreciate the improvements these businesses have brought to our world. And yet these businesses did not exist 15 years ago, except in the minds of their creators. Successful entrepreneurs have always been inspired by a world-changing vision and such visions shape the way we live and drive economic and social progress.

Your score on this dimension is 4. This score means that you are in the bottom 40% of scores and that **your potential in this dimension is average.**



Potential Pros and Cons of average entrepreneurial vision scores...

People with average entrepreneurial vision:

Strong points	Soft spots
Have a realistic outlook on the future	May aim too low to achieve really big things
Are self-motivated and easily engaged at work	Can be too sceptical about big ideas and bold initiatives
Are able to balance short- and long-term incentives and rewards	Are sometimes overly focused on current tasks
Can focus on concrete plans and tangible profits	Are not natural strategic thinkers
Are open to big but feasible ideas	Can focus on themselves at the expense of the bigger picture

Your average score on the vision dimension suggests that **you like progress and believe that things can be done better**. However, you are also often sceptical of grand plans and sometimes think that even small changes require a great deal of hard work.

People with your profile tend to have ambitious goals, but they are more likely to be **driven by recognition or money than a desire to improve the world**. This suggests that you are probably happy harvesting tangible rewards for what you do and do not need, to feel particularly empowered by world-changing visions.

Although you would like your achievements to be useful to others, you are equally happy if you attain something useful only for yourself. In general, **you prefer to pursue attainable goals and avoid elusive aspirations**.

People with your profile tend to enjoy learning new things, so long as they seem useful to them. Your profile suggests that you **do not feel intense curiosity about topics that are unrelated to current work projects** or have no obvious personal implications. You are therefore unlikely to have the patience to learn things that may only be beneficial in the long-term.

Your average vision score also suggests that although you occasionally engage with complex and long-term strategic visions, your focus often shifts to short-term career goals. In line, you prefer to work harder on projects that have a high success rate or immediate rewards. This also means that you often fail to think beyond current projects. Thus, **you may sometimes miss the bigger picture and forget the long-term benefits of certain ventures**.

Your vision score indicates that your viewpoints on most things will be more conservative than progressive, and that **your ideas will tend to appeal more to the average person than to strategic thinkers or radical innovators**. Most of your plans and ambitions will seem realistic and attainable to others, but they will rarely inspire them to do radical things.

Your outlook on the future is **hopeful but realistic**; you “hope for the best while expecting the worst”. As such, your plans are generally more down-to-earth than visionary.

People with your vision score tend to have average emotional intelligence and are not overly optimistic about things. Their **outlook on life is generally positive but they can be hugely pessimistic about projects that seem too complex or difficult**. Thus you are best described as someone who sees the glass equally half full and half empty.

Your score on this dimension indicates that you are able to follow other people’s long-term visions, if they inspire you. At the same time, you will always want some indication of concrete benefits and avoid high-risk ventures. Accordingly, **you will tend to respond equally well to charismatic leaders and transactional managers**.